

Voice recorder recovery may give clue to cause of jet crash deaths

By Colin Hughes

face clash jury finds seven guilty

Asians and three white were released from the Criminal Court yesterday... Several customers were...

Michael Kalsher, QC for prosecution, said the trial was the culmination of a "massive" investigation for the Asian unity at the hands of thugs...

Mr Chaudhri, aged 19, of Edge Road, Wanstead, Ad, aged 21, of Denmark West Ham, and John, aged 17, of Hockley East Ham, were found guilty on various counts of conspiracy to commit criminal damage and...

Deep-sea salvage teams yesterday recovered the cockpit voice recorder of the Air India Boeing 747 which crashed off Ireland, raising hopes that accident investigators will be able to find the cause of the deaths of 329 passengers...

Cork are confident that they will also pick up the flight recorder before its own signal runs out in about 10 days. With both recorders recovered, the inquiry team's task will be far easier...

gators think they may carry useful clues. The Irish police yesterday said that Mr Cornelius Riordan, the Cork coroner, has set a provisional date of September 17 for an inquest into the deaths of the 331 people whose bodies were recovered from the crash...

Rise in fatal accidents

The first half of this year was one of the worst for fatal air crashes according to a survey in this week's Flight International magazine (Our Transport Editor writes)

Including 329 killed in the Air India crash, 913 people died in aircraft accidents in the six months to the end of June compared with an average of 750 a year during the last 20 years...

Only in 1977, when 583 were killed in the Tenerife runway collision between two jumbo jets, were more people killed in the first half of any year in the past decade.

Year	No. killed	Fatal accidents
1970	1034	21
1971	897	20
1972	669	20
1973	583	18
1974	583	17
1975	448	17
1976	448	17
1977	583	17
1978	583	17
1979	583	17
1980	583	17
1981	583	17
1982	583	17
1983	583	17
1984	583	17
1985	913	21

Users of personal data must register

Users of Computerized personal information will be required to register under the Data Protection Act from November 11, Mr Leon Brittan, Home Secretary, announced yesterday...

damaging inaccuracies. Those registered must adhere to a code of practice. Under the Act aggrieved individuals are already able, in certain circumstances, to claim compensation...

Fire victims to bring test case

Solicitors representing 120 of those injured, or bereaved in the Bradford football ground fire agreed yesterday to co-ordinate their efforts to win compensation. They intend to bring a test case within a few months to establish liability...

Controls on home air fares eased

Britain's domestic air fares will be freed from controls later this year, the Civil Aviation Authority announced yesterday. From September 1, airlines will be free to set their own fares without seeking CAA approval...

Three died 'in new house bid'

A man who set fire to his council home as a way of getting rehoused caused his wife, son and girl friend to be burnt to death, Newcastle upon Tyne Crown Court was told yesterday...

Jewellery taken in murder case

Police investigating the attack on a woman aged 41 and the murder of her gardener say jewellery valued at £3,500 was stolen. Early on Sunday morning three masked, armed men broke into Mrs Ellen Ditcher's home in Oldham, near Maidstone...

Doubts on blood pressure drugs

By Thomson Prentice Science Correspondent

Drugs on which the National Health Service spends £120 million a year fail to reduce substantially the risk of heart attacks and strokes in people with mild high blood pressure, according to the results of a 12-year study by the Medical Research Council...



The Princess of Wales arriving at St Marylebone Church, north-west London, yesterday for a graduation ceremony as president of the Royal Academy of Music.

Lady Robertson's killer is jailed for four years

A robber who killed Lady Robertson, aged 80, when he took her purse was jailed for four years at the Central Criminal Court yesterday. John Livingstone, aged 23, of no fixed address earlier was found guilty of her manslaughter and robbing her of £30 in June 1982...

Happiness is looking at a video

A survey carried out by Gallup Poll shows that Britain is one of the happiest nations in the world, and part of it is because of the video revolution, an expert said yesterday. Happiness for thousands of Britons is the whole family watching a video film on a Saturday night while eating a Chinese or Indian take-away meal...

Anglers may fight worms case

Two of three anglers charged with wilfully disturbing, molesting or killing lugworms on a nature reserve in Northumberland are researching aspects of the law with a view to denying the offence. That was disclosed yesterday by Mr Mark Bulson, for the prosecution, when the case against Edwin Doyle, of Sheerwater Way, Blyth, and Ian Galbraith, of Starlight Crescent, Seaton Delaval, was called at Alnwick Magistrates' Court...

Operas need more funds from State

Opera companies face a retrenchment in their activities unless there is an increase in state funding, a study commissioned by the Arts Council said yesterday. The report said that an extra £550,000 was needed to keep provincial opera companies working at their present level, or the money would have to be taken from the budgets of national companies, such as the Royal Opera House, Covent Garden...

Doctors to join in faith healing study

The Confederation of Healing Organizations which represents 7,000 spiritual and faith healers, has persuaded doctors to take part in scientific evaluations of whether healing has any effect. Studies on whether healers can affect rheumatoid arthritis, cancer, terminal cancer, persistent pain such as neuralgia, and even warts in horses and skin diseases in dogs, are to be set up during the next four months...

Rockall man home after vigil

Tom McClean returned home to Mallaig yesterday after spending 40 days in the wilderness of the Atlantic on Rockall, that small and controversially British outpost 240 miles offshore. The former soldier and lone Atlantic sailor was fit and well and able to do hand-stands. He appeared to have thoroughly enjoyed the self-imposed solitary confinement, living in a wooden box measuring little more than an average coffin...

HARRODS SALE

starts friday 12th july 9am to 6pm

Attractive Reductions in the Man's Shop

Illustrated	Barrels	Orig. Price	Sale Price
Two-piece suit from Gievesy		£205	£145
Cotton shirt		£30.50	£18.95
Three for			
Crisp silk tie and handkerchief set		£29	£16
Reversible leather belt		£18.50	£12
Not shown: Examples			
Jacobson sports jacket		£150	£85
Silk single-breasted blazer		£145	£85
D'Armen trousers		£80	£55
Classic cashmere V-neck sweater		£105	£79
Wiltchick & Key pure cotton shirt		£26.50	£23.95
Women silk tie		£15	£7.50
Leather shoes, Oxford, brogue or slip on		£59.95	£45.95

Man's Shop. Ground Floor. Personal shoppers only. All reductions are from Harrods previous prices. Sale Opening Hours Until Saturday, 27th July 9am to 6pm. Wednesdays 9am to 7pm.

London SWX7L 01702 234

Laura Ashley goes public to finance new factory

Mrs Laura Ashley and her family will soon be joining the ranks of stock market millionaires. Within the next six months the company, which has sold its shares to the public in a deal which will value the company at about £200 million. The Ashley family owns almost all of the shares at present, and intends remaining in control of the company, although it will be selling at least 25 per cent of Laura Ashley PLC.

An empire founded on tea-towels. The Laura Ashley fashion empire founded on a patterned tea-towel 30 years ago was celebrating last night the announcement it is to seek a stock market listing in modest style. The reclusive Mrs Ashley, whose name has become synonymous with Mother Earth floral prints and frills, was leaving the west country with her mother.

Founder of a fashion empire, Laura Ashley. In how the company is run although they don't report directly to any more. Our fashion and furnishings are always been classical rather than radical. Our aim has always been to make people feel comfortable. Among the main initiatives planned for this year the company, still based in the heart of rural Wales, is breaking on to the lucrative Japanese market.

Wood treatment firm cruel to roosting bats. A timber treatment company in Wales has been fined £50 under the Wildlife and Countryside Act 1981 for intentionally damaging a bat roost in the roof of a farmhouse near Carmarthen, Dyfed. The prosecution was brought by Dyfed-Powys police at the instigation of the Nature Conservancy Council, which said the NL Damp-proofing, of Kidwelly, has used a proprietary anti-woodworm product containing Lindane, which is lethal to bats.

market. Farmers' Union group for Thanet, said that the National Farmers' Union... the market was made up of...

Reagan close to cracking Budget impasse after Stockman's resignation

From Michael Binyon, Washington

President Reagan's warm praise for Mr David Stockman, his Budget Director for the past four and a half years...

Brains behind spending cuts

From Bailey Morris, Washington

Mr David Stockman, the outgoing Director of the US Office of Management and Budget, has had a sweet-sour career during his four and a half years as chief architect of the Reagan Administration's fiscal policies...



The wreck of the Greenpeace ship Rainbow Warrior half submerged at Marsden Wharf in Auckland harbour after explosions on the converted trawler, which was to have led a flotilla on a Pacific nuclear test protest.

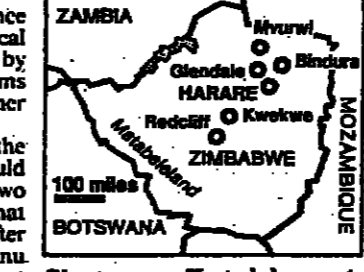
Greenpeace ship hit by explosion

Auckland, New Zealand (AP) - Two explosions ripped through the Greenpeace vessel Rainbow Warrior on the Auckland waterfront and at least one person was unaccounted for, officials said yesterday.

Zimbabwe violence ebbs but victims' fears remain

From Jan Raath, Harare

Three days of violence against Zimbabwe's political minorities had fizzled out by yesterday, but the victims remained fearful of further brutalities.



Six towns affected by post-election violence

National Council of Bishop Abel Muzorewa. His house had been destroyed and he had lost everything he owned, he said.

Lebanon bombs may delay Shia release

From David Bernstein, Jerusalem

Israeli Army spokesman confirmed yesterday that Israeli planes had attacked three guerrilla positions near Tripoli in northern Lebanon...

Farm policy reforms run into trouble

From Ian Murray, Luxembourg

Radical plans to hold down EEC farm prices, impose production quotas and pay direct income aids to poorer farmers ran into deep trouble before they were passed by the European Commission here yesterday.

All Blacks tour halts car plant

Port Elizabeth, South Africa (Reuters)

Workers at Volkswagen's South African vehicle plant stopped work as a protest against a management decision to lend minibuses for a controversial tour by the New Zealand All Blacks rugby team starting this month.

US arms ruled out for Sihanouk

From Paul Routledge, Kuala Lumpur

The United States will supply practical aid, but not arms to Prince Norodom Sihanouk's force seeking to oust the Vietnamese Army occupying Cambodia...

China in \$14bn deal with Russia

Moscow (Reuters) - The Soviet Union and China signed a \$14 billion deal, which calls for two-way trade to double by 1990...

Holiday Britons arrive naked

Athens - Two British tourists who, after landing at Athens airport, tried to go through passport control in the nude, were sentenced to 30 days imprisonment each for indecent exposure...

Greeks define Cyprus terms

Athens - President Kyriakos Papadopoulos, the Greek Prime Minister, after consultations here, said no Cyprus solution can be just and lasting unless it concludes the complete removal of the Turkish occupation army...

Spy suspect

Karlsruhe (AP) - A contributor to the Bavarian state radio network was arrested in Munich on suspicion of spying for the Soviet bloc...

US supremo

Admiral William Crowe, aged 60, who will replace General John Vessey as chairman of the US Defence Staff on October 1.

Kohl presses Turkey's case

Ankara (AFP) - Chancellor Kohl of West Germany urged EEC recognition of Turkey as a partner, but acknowledged he had not yet settled bilateral differences over Turkish migrant workers and West German aid.

Bazaar raid

Warsaw (Reuters) - More than 100 police raided Warsaw's Rozycki bazaar, renowned for its thieves and blackmarketers. The bazaar was sealed for more than two hours and several people were seen being held in a police van.

Bolivia blast

La Paz (AFP) - The house of Bolivia's national election council president was dynamited in a suburb here. No one was injured. The attack preceded today's emergency meeting of Congress called by the Government in an effort to postpone Sunday's general election because of charges of pre-emptive irregularities.

Refugee rescue

Manila (AP) - Fishermen rescued 38 Vietnamese refugees from a sinking boat after 12 other refugees swam three miles to the northern Philippines coastal town of Pagudpud to ask for help.

Ship under tow

Bahrain (Reuters) - A Turkish tanker hit by an Israeli missile in the Gulf was under tow after a fire aboard had been extinguished.

Peres urges strikers to give austerity a chance

Tel Aviv (Reuters) - The Israeli Prime Minister, Mr Shimon Peres, appealed yesterday to strikers to return to work and give the Government's austerity decrees a chance to succeed and curb inflation...

Salvador Army reduces its losses

San Salvador (Reuters) - The Salvadoran Army's casualty figures have dropped in fighting against left-wing guerrillas and its forces have doubled their war operations over the past 12 months according to an annual military report.

Congress allows aid for Cambodia resistance

The House of Representatives has for the first time approved military or economic aid to non-communist Khmer rebels fighting against the Vietnamese occupation in Cambodia.

Preventive action

Jakarta (Reuters) - Indonesia, the world's fifth most populous nation, is to have its first condom factory. The biggest of its kind in South East Asia.

Commentary Geoffrey Smith The Local Government has practically completed its parliamentary course. So the metropolitan Councils will be abolished on next April and, in place of them, the Government has a narrow shaves in the House of Lords; the Government has a substantial concessions...

Brewing up the family fortunes

The Times Profile: The Guinness Company

So far there have been six chairmen of Arthur Guinness and Sons in 226 years...

If the bid succeeds it will add yet another superlative to a company which has made rather a business out of them...

The Guinness Book of Records has been exploiting superlatives since it was launched in 1954...

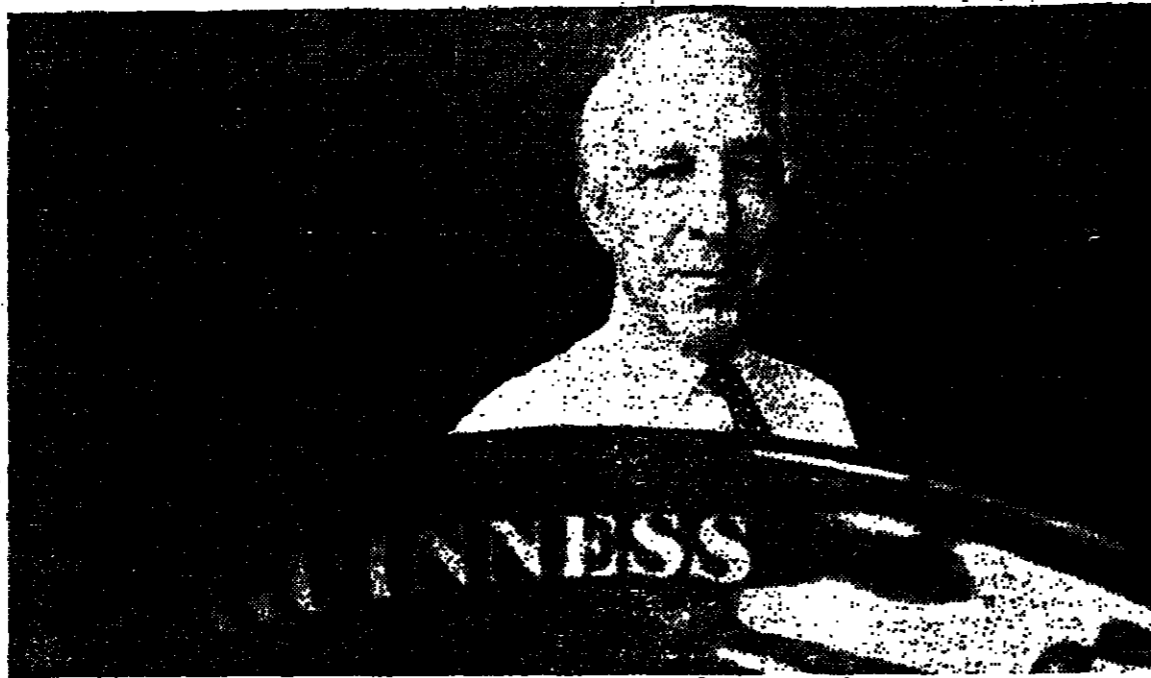
It is the third Guinness chairman, Edward Cecil, the first Earl of Iveagh...

The first Lord Iveagh declared: "I believe very firmly that a business either goes forward or goes back..."

The challenge of taking the reins of the company was overpowering

The brewery which the first Arthur Guinness bought at St James's Gate, Dublin, in 1759...

Management attention was shifted from the beer business to orchid growing...



Head above the rest: Ernest Saunders, managing director of Guinness

ted from the beer business to orchid growing in Madeira, film finance, boats on French canals...

So there were two problems. One was neglect of the base product, the black beer...

The man picked for the job was Ernest Saunders, a tall, softly-spoken man with a reputation for ruthlessness...

Guinness the company as well as Guinness the family has been through more than a few changes since then...

The first Earl's analysis was again relevant. Guinness the company by the beginning of the present decade was showing all the signs of falling back...

As Mr Saunders started clearing out the loss makers and low profit subsidiaries, there were also shake-ups in the boardroom and beyond...

Management attention was shifted from the beer business to orchid growing in Madeira...

The Guinness family hold on key positions. But there are still six associated with the family...

The Guinnessless campaign was an exercise in bravura and spoof

Saunders said: "The management of the group is in the hands of the operating divisions, breweries in Dublin and Park Royal, the Martins people at Brentwood and so on..."

The Saunders era has brought a touch of professionalism to a company and a family which has built over the years an enormous fund of public affection...

From that time on, Guinness was perceived as a unique drink with a very distinctive taste and very distinctive imagery...

not been allowed to use it in Britain for some years because of the advertising standards rules.

Whether O'gilvy and Mather can match the Gilroy magic remains to be seen. But the final job for Guinness by Allen Brady & Marsh will be an autumn campaign for Harp lager.

Lager is now the biggest growth sector in a beer market whose sales overall have been falling. Lager now accounts for almost 40 per cent of beer sales but it only really took off when Harp persuaded people to drink draught lager.

Guinness, which owns the Harp name, opened a brewery in 1960, at Dundalk in the Irish Republic...

At its peak Harp, with far fewer rivals than today, held about 30 per cent of the lager market...

Advertising expenditure alone will be £3.5 million, an increase of more than 40 per cent on the last 12 months...

The Guinnessless campaign has been dropped, and a different agency, O'gilvy and Mather, is working on a new campaign to be unveiled next spring.

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THE GUINNESS CALENDAR

Table with 4 columns: Year, Event, Year, Event. Includes dates like 1759 Dublin brewery started by Arthur Guinness I, 1803 Arthur Guinness I dies, 1863 Arthur Guinness II dies, 1885 Sir Benjamin Lee Guinness becomes chairman, 1888 Sir Benjamin dies, 1893 Alton Brewery opens and Manchester Moss Side converted for lager brewing, 1970 Harp lager brewery opens in Edinburgh, 1979 Harp consortium reformed, 1981 Ernest Saunders appointed chief executive, 1985 New retailing and health and fitness divisions are being built up as well as publishing...

GUINNESS IS GOOD FOR YOU. The original advert (left) and the famous toucan. If he can say as you can Guinness is good for you. How grand to be a toucan. Just think what you can do.

What are you spilling about? GUINNESS! One of the award-winning posters of 1966.

GUINNESS isn't good for you. Derek Harris and William Kay. New line on an old theme: not a misprint.

Last week water could have killed her. Now it's saving her life. Oxfam advertisement with text about water supply in Ethiopia and a coupon to donate.

Legal eagles flock to perch at the Bar. Marcel Berlins. The most intriguing rumour turned out to be baseless. It is alas not true...

FRIDAY Britain's booming casinos: The winning streak returns. How India's women find independence. SATURDAY Wildlife in the city: Nature observed.

CONCISE CROSSWORD (No 693). ACROSS: 8 Verification (13), 9 Allow (3), 10 Repentance (9), 11 Sneeze (5), 12 Linnet (7), 13 Remark (7), 19 Interior design (5), 22 U turn (5,4), 24 Woody fruit (3), 25 Mutual accusation (13). DOWN: 1 Roof ends (6), 2 Head grass cutter (6), 3 Premeditated (8), 4 Forbidden (6), 5 Join closely (4), 6 Shed (4,3), 7 Emphatic (6), 12 As well (3), 14 Oxford Library (8), 15 Flying saucer (1,1,1), 16 Concealed (6), 17 Evil intent (6), 18 Mournful (6), 20 Frank (6), 21 Scamper (6), 23 Way out (4).

BOOKS

A lover of old buildings who cannot stand the new

The result of Lord Norwich's eight-year tour of Southern England is a book about the size of a church Bible which purports to set before us the best buildings in the country...

Fiona MacCarthy reviews a squint at our heritage

THE ARCHITECTURE OF SOUTHERN ENGLAND By John Julius Norwich Macmillan, £28

buildings with the respect and affection that most people these days would agree that they deserve...

He can cope quite well with Lutyens, favourite of the young Fifties. But he fails to get to grips with the Arts and Crafts at all...

Simple-life architects are barely represented: no Baillie Scott in sight, and indeed hardly any Voysey. He gives himself away when, in describing the spectacular Byzantine altar screen at St Bartholomew's in Brighton...

Lord Norwich is a huge, and an infectious, enthusiast. His love and understanding of the grandiose is matched by his sympathy with small and out of the way buildings like St Peter-on-the-Wall at Bradwell-Juxta-Mare...

firmly of the twentieth century then Richard Rogers might just as well go home.

The effect of his antipathy to almost any building put up since World War One is extremely concerning. He sees some things very clearly, with exact discrimination, but is almost blind to others.

In perambulating Norwich, Lord Norwich (no relation) seems oblivious that the Sainsbury Centre is nearby. Surprisingly he does not even recommend a detour down the coast to Snape to view the Maltings...

But what is his taste one wonders? In the sections on Oxford and Cambridge his dislike of modern buildings is still more deleterious because it is more blatant.

Lord Norwich in defence would claim that he had warned us. He has tried with modern buildings, he will tell us, but has failed. In his introduction he poignantly, a little too pretentiously, describes how in the first few months of his researches he would find himself staring at new factory blocks or experimental secondary schools...



struggle, apparently quite rapidly, explaining with great sangfroid that he saw no point at all in faking his reactions. Men culpa! Unrepentant, he has included only the buildings he enjoys, admitting airily that if in future centuries any amateur of antique curiosae were to come upon this book...

Abandon Hope, and bring back Isola

CRIME

Marcel Berlins

SNOW WHITE AND ROSE RED By Ed McBain Hamish Hamilton, £8.95

This is not an 87th precinct, but a Matthew Hope and therein lies a difficulty. McBain has written some of the best police procedurals in the business.

Hence Matthew Hope. Snow White and Rose Red is the fifth Hope, and it seems that McBain intends to persevere with him.

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climax at a Commem Ball, but Shore is uncharacteristically rapid, verging on the tiresome. Disappointing.

The Death Ceremony, by James Melville (Secker & Warburg, £8.95). The scrutable Superintendent Otani watches as the Grand Master of the tea ceremony pours a cuppa and dies. Fascinating layers of Japanese customs and manners unveiled as Otani investigates politely. Superior mix of crime and culture.

Someday the Rabbi will leave, by Harry Kemelman (Hutchinson, £8.95). Large dollop of small-town Jewish community infighting with too little detection as David Small, the sleuthing rabbi, returns seven years after the last book. A hit-and-run accident and a dirty political election provide the backdrop to Small's musings.

An Excellent Mystery, by Ellis Peters (Macmillan, £7.50). The provocative title of the eleventh in the Brother Cadfael series is only partly true. Peters writes about her 12th century Benedictine order and its crime-solving, gardener-cum-spoiler, weary with undiminished skill and affection, but this one has little mystery, though much chivalrous romance.

Vissi d'arte . . . etc

Steve Race

A MISCELLANY My Life, My Music By John Amis Faber, £12.50

First to declare an interest: I am thanked on page 268 of John Amis's amusing autobiography, flattered on 271, misquoted on 272, and put down in the third line of 270. The book is dedicated, Elgar-style, 'to my friends pictured within'.

A deep, intuitive, and informed love of serious music shines out of every page, though the book is rather more about musicians than about the music they make.

Miss Leland makes an altogether more soft-voiced and more tender debut in her first novel The Killen (a churchyard, we are told, set apart for the burial of unbaptized infants).

off personality kinks are the staple diet of musicians' everyday conversation, especially at the 'serious' end of music.

The TLS Cheltenham Literature Festival POETRY COMPETITION

for an unpublished poem of up to fifty lines, in English. PRIZES £500 £250 £100

The winning poems will be published in the TLS, and there will be three prizes of £50 for runners-up. Judges PATRICIA BEER ISABEL COLEGATE DOUGLAS DUNN and the Editor and Poetry Editor of The Times Literary Supplement

For details and entry forms, send a stamped addressed envelope to: Poetry Competition, Town Hall, Imperial Square, Cheltenham GL50 1QA. Closing date for entries: August 1, 1985.

Organized as part of the 1985 Cheltenham Festival of Literature September 29-October 13.

The queen who made the royals flush

Hugo Vickers

THE LAST ROMANTIC A Biography of Queen Marie of Roumania By Hannah Pakula Wiedenfeld & Nicolson, £14.95

Queen Marie of Roumania's life is rich material for a biographer. Born a grand-daughter of Queen Victoria with a fiercely Russian mother, she spent her early years at Clarence House and Eastwell Park in Kent. Before she was 17 she was the victim of the dynastic plans of her elders.

Queen Marie was also something of a writer, though her early efforts might have found more favour with the editors of Mills and Boon than the critics. She wrote articles in the 1920s with what Mrs Pakula calls 'just enough conventional wisdom to delight American readers and embarrass Marie's relatives'.

LONDON BOOKFAIR Sunday July 14th 2pm-7pm Monday July 15th 10.30am-7pm at the HOTEL RUSSELL Russell Square, WC1

Men and iron women of the kibbutz

FICTION

Elaine Feinstein

A PERFECT PEACE By Amos Oz Chatto & Windus, £9.95 SAFE HOUSES By Lynne Alexander Michael Joseph, £8.95 THE KILLEEN By Mary Leland Hamish Hamilton, £8.95

In the earlier novels of Amos Oz some goat-footed magic of narration allowed him to dance, with grace and wit, over some of the most terrible bone-scattered valleys of his native Israel and Europe alike.

To understand the central figure of Yonatan, disturbed by the smashed mirages and adolescent-cruelties of war, and bored out of his mind by a childless marriage and work among the tractors more or less equally, it is important to realize that the novel is set in the Sixties before the onset of the six-day war.

Our early poems that we forgot Peter Jones

Peter Jones

POETRY OF THE CAROLINGIAN RENAISSANCE By Peter Godman Duckworth, £29.50

Chronological sections (Charlemagne, 768-814, and the rest, 814-c. 890). Each has a facing-page translation.

we celebrate Charlemagne with countless court hangers-on, who fawn on their superior with a servility surpassing even that of a Cabinet Minister desperate for advancement.

Heureux qui comme Ulysse a fait un beau voyage Geoffrey Moorhouse

Our last sight of Gavin Young four years ago was in Canton, after his eight-month trip aboard various slow boats to China.

SLOW BOATS HOME By Gavin Young Hutchinson, £12.95

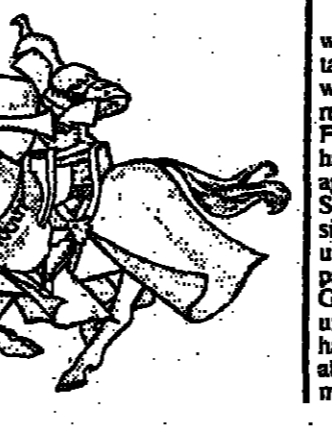
Canberra badly hit... A disaster. You have our wishes. This was a low spot in the Odyssey, as was the time Young spent aboard a container ship that went aground off the Brazilian coast with a mutinous crew.

Gavin Young was in Tonga when he heard that a British task force had sailed into battle with Argentina.

A SPELL BINDING ADVENTURE OF CHIVALRY, COURTSHIP AND WAR

TIRANT • LO • BLANC TRANSLATED BY DAVID H. ROSENTHAL 'I swear to you, my friend, that it's the best book of it's kind in the world. Take it home and read it, and you'll see everything I've said is true.'

PICADOR From the publishers of that other medieval masterpiece The Name Of The Rose - in all good bookshops, £3.95 paperback



ENDAR Dundalk brewery opens... Second Lord Iveagh formed... Guinness (now as Benjamin), the third Earl, becomes chairman... Ernest Sanders reformed... Famous toscan

FRIDAY Britain's booming... India's women independence

TURSDAY life in the city... future observed

FRIDAY Britain's booming... India's women independence

TURSDAY life in the city... future observed

20 Frank (6) 21 Seaman (6) 23 Way out (4) within 9 balls 13 Cr 25 Hear 26 Meddle 10 Fudge



COURT AND SOCIAL

COURT CIRCULAR

BUCKINGHAM PALACE
July 10: Professor R. R. Porter had the honour of being received by the Queen this morning when Her Majesty invested...

KENSINGTON PALACE
July 10: The Queen Elizabeth The Queen Mother was present at the Memorial Service for Lady Katharine Seymour...

YORK HOUSE
July 10: The Duke of Kent today visited Westwell Estate, London NW2. The Duke and Duchess of Kent today visited the Hagley and attended a garden party...

THATCHED HOUSE LODGE
July 10: Princess Alexandra, Countess of Ulster, today presided at two congregations for the confirmation of deacons at the University of Liverpool...

Fortcoming marriages
Mr J. D. H. Peel Yates and Miss C. A. Nelson
The engagement is announced between Julian David Hugh, only son of the late Lieutenant-General Sir David Peel Yates...

Science report
Test to 'modify' cancer cells
New York (NYT) Tests of a new cancer drug that works quite differently from established chemotherapy agents have begun in the United States...

Horticulture
Gold medal for display of lilies

The Royal Horticultural Society's lily group and the Hosa and Hemerocallis Society justly deserved the gold medal awarded for a huge display of plants staged at the RHS flower show at Westminister...

Marriages
Mr D. J. Franklin and Miss L. A. Hughes-Hallett
The marriage took place on Saturday, June 29th, at St Lawrence's, Barton-on-Heath, of Mr Dan Franklin and Miss Lucy Hughes-Hallett...

Sale room
Spencer sells duchess's dogs

A portrait of Sarah, Duchess of Marlborough's two dogs in Windsor Great Park was sold by Sotheby's yesterday for £143,000 (unpublished estimate £100,000 plus) on behalf of Lord Spencer...

John Wootton's painting of the spaniel and foxhound belonging to Sarah, Duchess of Marlborough, which fetched £143,000.
Several museums added to their collections at the sale. The Science Museum secured a portrait of one of the British precision clockmakers...

Latest wills
Major-General Raymond BRIGGS, of Colchester, Essex, Director of the Royal Armoured Corps in the War...

Latest appointments
Sir John Killek to be President of the British Atlantic Committee.
Rabbi Dr Jonathan Magonet has been appointed Principal of Leo Baeck College, Finchley, north London...

Rutish School
A service of thanksgiving was held on Monday, July 8, at the Church of St Mary, Meriton, to mark the ninetieth anniversary of Rutish School's founding...

Service dinner
The Royal Regiment of Fusiliers
The Master and Clerk of the Company of the City of London...

Receptions
The International Association of Art Critics held a reception last night at the Fine Art Society, New Burlington Street, the Earl of Gower...

Centre named
The Government's £46 million conference centre at Westminster, due to be completed next year, is to be named the Queen Elizabeth II Conference Centre...

St Swithun's School, Winchester
The Council of St Swithun's School, Winchester, has appointed Miss Joan Jefferson to be headmistress from September 1, 1986...

Birthdays today
Sir Geoffrey Agnew, 77; Air Marshal Sir Leslie Bower, 76; Mr Yul Brynner, 65; Mr Robert Compton, 63...

Zeiteigst Ball
The Zeiteigst Ball, in aid of the Parkinson's Disease Society, will be held on July 18 at the Hammerstein Palais...

OBITUARY
THE GRAND DUCHESS CHARLOTTE OF LUXEMBOURG

Her Royal Highness the Grand Duchess Charlotte of Luxembourg, reigning monarch from 1919 until her abdication in 1964, died at her country home in the Grand Duchy of Luxembourg on July 9 at the age of 89...

The reign of the Grand Duchess Charlotte began after the First World War, when Marie Adelaide having abdicated under popular pressure which accused her of pro-German leanings...

DR HILGARD MULLER
Dr Hilgard Muller, who died yesterday in South Africa at the age of 71, was South African Minister of Foreign Affairs from 1964 to 1977...

JEAN-PAUL LE CHANOIS
Jean-Paul Le Chanois, the French film director, has died in Sancellemoz in southern France aged 75. He was particularly known for his dramas of everyday life which he treated in a traditional style...

Mr Philip Valentine Upton, MBE, who died on July 4 at the age of 82, was appointed Deputy Lieutenant of Essex in 1954.

ملانا من اللطيف

THE TIMES FINANCE AND INDUSTRY Executive Editor Kenneth Fleet

A credibility gap that money fog cannot hide

Monetary policy as conceived and defined by the Government is now distinctly short of credibility. Although a stage fog surrounded Tuesday's money supply figures, it could not disguise the fact that the Bank of England's own calculations...

With the American administration determined to stimulate business activity through lower interest rates, the departure of David Stockman, President Reagan's Budget Director, suggesting even great fiscal laxity, and world oil prices beginning to firm, the pound may have it all its own way - unless and until the Government decides it wants radically lower UK interest rates.

Treasury lifts its life sentence

Capital gains tax has now become so complicated that even the Inland Revenue and the Treasury can misunderstand the impact of what appear to be technical changes. The present Finance Bill was intended to improve indexation of gains made since 1982...

Burton extends Debenhams bid on same terms. Burton Group has extended its offer for Debenhams until July 24 but the level of the offer remains at £460 million.

The dollar plummeted in heavy trading in New York based on the belief of many traders that the negotiation whether Republican and Democratic leaders would be able to agree on such large additional cuts in non-defence programmes which have already been drastically cut over the past three years.

White House officials said yesterday that they had reached an understanding with the President designed to end the impasse over defence and social security spending priorities.

Mr Reagan made clear, aides said, that he will support the social security increases only if savings can be found elsewhere in the budget. On currency markets, where traders now regard record deficits as a negative influence on the dollar, the White House statements were viewed as an indication of more prolonged and uncertain negotiations to come.

Mr Kier, aged 86, has taken a back seat since the merger of his Kier group with French in 1973. In the stock market French Kier shares rose 5p to 191p where the group is valued at £89 million.

Trafalgar House, the shipping and construction group, lifted its stake in the building contractor French Kier to 25 per cent. It was revealed yesterday after buying a crucial 10 per cent holding from the company's life president, Mr Olaf Kier.

Trafalgar has defended its share buying as a trade investment. Last night one analyst said: "There is no doubt that the holding can be increased to 30 per cent in the company from Fairclough Construction in May at a price of 135p a share. Trifalgar's determination to increase its holding can be gauged by the fact that at the end of June it paid 192p a share for the additional stake from Mr Kier, his wife and son and their related interests."

Asked whether he had the board known of Mr Kier's intentions, it would have arranged to place the shares in friendly hands, Mr Frettsome said: "That is hypothetical now. The deal has been done."

Trifalgar's determination to increase its holding can be gauged by the fact that at the end of June it paid 192p a share for the additional stake from Mr Kier, his wife and son and their related interests.

Reagan switch on budget cuts throws markets into chaos

From Bailey Morris, Washington

Congressional leaders met President Reagan at the White House yesterday to continue their negotiations on the budget as financial markets reacted in confused fashion to reports that there had been a breakthrough in the stalled deficit reduction talks.

The dollar plummeted in heavy trading in New York based on the belief of many traders that the negotiation whether Republican and Democratic leaders would be able to agree on such large additional cuts in non-defence programmes which have already been drastically cut over the past three years.

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Kier chief sells to Trafalgar

By Cliff Feltham

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Midland and Aetna near agreement

By Peter Wilson-Smith Banking Correspondent

Midland Bank and Aetna Life and Casualty are close to agreement on Midland buying back Aetna's 40 per cent stake in Samuel Montagu, the merchant banking group.

Mr David Stevens, who heads MIM, has held talks with Aetna management, taking a stake in the equity and there has also been speculation that other institutions might be brought in as shareholders, with Aetna retaining control.

Rough ride for LOF's directors

Directors of London & Overseas Freighters, the shipping company which gave a warning last month that it would need a fresh injection of cash to continue trading, got a stormy passage at the company's annual meeting at the Baltic Exchange in London yesterday.

Amid accusations of poor management the chairman Mr Derek Kimber, told shareholders that talks about refinancing the company's four principal creditors, Williams & Glyn's Bank, Bankers Trust, Bank of Nova Scotia and Sumitomo Corporation, were "not proceeding as fast as we would like" and he therefore had no news of substance to give them.

IN BRIEF Sterling at \$1.38

The pound surged ahead again yesterday, rising to a day's high of \$1.3988, before profit-taking brought it back to a close in London of \$1.3832, up 1.65 cents on the day and its highest since June 1984.

The pound was also buoyant against the European currencies, rising to DM4.10 against the mark, before slipping back to DM4.0685, a net gain on the day of more than three pence.

The dollar continued to trade listlessly. In New York last night, the pound was quoted at \$1.3860, while the dollar was below DM2.94 against the mark.

Call to fight merger of societies

By Richard Thomson

Employees of the Alliance Building Society are calling on the society's members to vote against a merger with the Leicester Building Society, the biggest proposed merger in building society history.

The Alliance staff association, which represents 85 per cent of the society's employees, argues that a merger will not benefit members because it will lead to higher management charges and lower interest rates offered to investors.

Magnet lower

Profits at Magnet & Southern, the timber merchant, fell from £32.1 million to £28.2 million before tax in the year to March 31.

Merger terms

Queens Moat Houses, the hotel chain, will stay as a shareholder in the combined Management Agency and Music and Chrysalis entertainments group. Shareholders have approved terms for the merger, paving the way for an £8.6 million offer for sale.

Senate Republicans, who fought hard for the politically unpopular cuts in social security, were dismayed by the President's apparent reversal on the issue.

Bulmer decline

H. P. Bulmer Holdings, the cider and drinks group, saw pretax profits fall to £7.5 million from £16.1 million in the year to April 26.

Listing for Laura Ashley

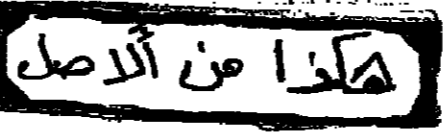
Laura Ashley will be going public within the next six months. The company is likely to have a stock market value of around £200 million and is owned almost entirely by the Ashley family.

ICFC owns just under 4 per cent of the United Kingdom division of the business and will continue to hold a small stake after a pre-flotation reorganization of the company, which is consolidating all the United Kingdom and overseas interests into one company.

Mr Peter Phillips, the financial director, says that the company is going public because it needs to raise extra capital to fund expansion. "Our capital expenditure this year will be around £20 million," he says. Plans include adding 50 shops to the 185 the company has at present.

ADVERTISEMENT STATEMENT by the DIRECTORS OF THE SAVOY For a long time, the Directors of the Savoy, and their managerial staff, have not replied to the intermittent criticism levelled at them by Lord Forte, and more recently by his son.

MARKET SUMMARY STOCK MARKETS FT Ind Ord 923.1 (-8.9) FT Govt Securities 82.68 (+0.15) FT-SE 100 2230.4 (-9.2) BARGAINS 19,170 Datastream USM 95.76 (-1.31) New York Dow Jones 1323.58 (+1.68) Nikkei Dow 13,012.09 (-) Hang Seng 1573.41 (+8.37) Amsterdam 215.1 (-2.9) Sydney: AO 905.9 (+3.6) Frankfurt 1378.6 (-71.2) Brussels 330.34 (-9.65) Paris: CAC 216.2 (-0.3) Zurich: SKA General 382.70 (-5.0) GOLD London fixing: am \$314.7; pm \$314.65 close \$314.50-\$315.00 (\$227.25-\$227.75) New York: Comex (lates) \$314.75 MAIN PRICE CHANGES RISES: Sterling Inds 73p +13p Airtow Stream 30p +4p Bulgain A 15p +15p Oceanics 80p +7p Central & Sheer 7p +5p Macdonald 849p +50p FALLS: Sound Diffusion 48p -8p A & G Sec 39p -8p Christmas Int 220p -8p Eucalyptus 380p -8p Ingram 115p -15p CPU Computer 25p -3p Bristol Oil 19p -2p Richards 30p -3p BSFlie 122p -12p Logica 23p -2p Castle (GB) 23p -2p Brewmaker 23p -2p Sarosola 83p -7p Offer 12p -1p Real Time 60p -5p Monument Oil 12p -1p ACT 125p -10p Bulmer 129p -10p CURRENCIES London: \$ 51.3832 (+0.0185) DM 4.0681 (+0.0143) Sfr 3.3848 (+0.0089) FF 12.3543 (+0.0061) Yen 336.56 (+0.0094) Index 83.9 (+0.7) New York: 3-month interest 12 1/2% S: DM 2.9378 \$ Index: 140.3 (-0.9) ECU 20.554851 SDR 20.748293 INTEREST RATES London: Bank Base 12% 3-month interest 12 1/2% 3-month eligible bills 11 1/2% buying rate US: Prime Rate 9.50% Federal Funds 7% 3-month Treasury Bills 6.91-6.89% Long bond 108 1/2-108 1/2



FOREIGN EXCHANGES

It was another eventful day's trading on the foreign exchange markets. Sterling again stole the limelight as strong and persistent corporate demand pushed the rate up against the dollar to 1.999 at one stage during the morning - its highest level since June 6, 1984.

STERLING SPOT AND FORWARD RATES. Table with columns for Market rates, Forward rates (1 month, 3 months), and various currency pairs like New York, London, etc.

OTHER STERLING RATES and DOLLAR SPOT RATES. Tables showing rates for currencies like Argentina, Australia, Brazil, Canada, etc.

Other Sterling Rates and Dollar Spot Rates. Rates supplied by Barclays Bank HOPEX and Estel. *Lloyds Bank International.

COMMODITIES

figure for primary aluminium stage to £291 a tonne before the day at £294. Precious metals did not respond to the dollar's weakness.

COMMODITIES. Table listing prices for various metals and minerals like Silver, Gold, Zinc, etc.

OTHER COMMODITIES. Table listing prices for agricultural products like Wheat, Soybeans, etc.

Dow makes early gain

New York (Reuters) - The stock market has a modest gain at midmorning, aided by a weaker dollar.

The Dow Jones industrial average was up three points to 1,325. Advances led declines by seven to five margin in turnover of 30.32 million shares.

Local Corporation said it filed a registration with the Securities and Exchange Commission covering the planned offering of \$100 million principal amount of 10-year convertible subordinated debentures.

FINANCE AND INDUSTRY

Local Corporation said it filed a registration with the Securities and Exchange Commission covering the planned offering of \$100 million principal amount of 10-year convertible subordinated debentures.

Local said its proceeds will be used to reduce short-term debt incurred in connection with recent acquisitions and for general corporate purposes.

ITT Corporation said it expects earnings excluding net gains from divestitures for the second quarter of this year to increase in excess of 10 per cent over the same quarter last year.

The company added that net income for the quarter, including net capital gains from sell-offs, is expected to increase approximately 50 per cent over the second quarter of last year.

CANADIAN PRICES

CANADIAN PRICES. Table listing prices for various Canadian commodities like Wheat, Soybeans, etc.

MONEY MARKET AND GOLD

Rates ended a fraction below Tuesday's close, proving that optimism on base rates is not yet entirely dead.

The market was running purely on sentiment rather than the normal rules of supply and demand, with sharp movements in the pound's value on the foreign exchanges provoking an inelastic response in the interbank market.

MONEY MARKET AND GOLD. Table showing interest rates for various terms like 3 months, 6 months, 12 months.

GOLD. Table showing gold prices in various currencies.

ECGD. Table showing ECGD rates for various currencies.

LONDON FINANCIAL FUTURES

LONDON FINANCIAL FUTURES. Table listing futures prices for various financial instruments like Sterling, Euro, etc.

INVESTMENT TRUSTS

INVESTMENT TRUSTS. Table listing various investment trusts and their performance metrics.

FINANCIAL TRUSTS

FINANCIAL TRUSTS. Table listing various financial trusts and their performance metrics.

THE TIMES UNIT TRUST INFORMATION SERVICE

THE TIMES UNIT TRUST INFORMATION SERVICE. Large table listing numerous unit trusts and their details.

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THE TIMES UNIT TRUST INFORMATION SERVICE. Large table listing numerous unit trusts and their details.

Handwritten text at the bottom of the page: "مكتبة من الأدب"

2. PROFIT AND LOSS ACCOUNTS

The aggregated profit and loss accounts (consolidated where appropriate) for the five years ended 31st December, 1984 are as set out below:

Table with 5 columns: Note, 1980, 1981, 1982, 1983, 1984. Rows include Turnover, Cost of sales, Gross profit, Distribution costs, Administration costs, Operating profit(loss), Other income, Interest receivable, Share of profits of related companies, Interest payable, Profit(loss) on ordinary activities before taxation, Tax on profit on ordinary activities, Profit on ordinary activities after taxation, Minority interests, Profit attributable to shareholders on ordinary activities, Extraordinary items, discontinued activities and non-recurring payments, Retained profit(loss) for the year.

Notes to the profit and loss accounts

Table (a) Turnover: By activity. Columns: 1980, 1981, 1982, 1983, 1984. Rows: Production and distribution of records and tapes, music publishing and the operation of sound recording studios and leasing, Property dealing and investment.

Table (ii) By geographical area: UK Group, US Group. Columns: 1980, 1981, 1982, 1983, 1984. Rows: UK Group, US Group.

The turnover stated above includes income arising outside the United Kingdom and the USA respectively from royalties receivable on licensing agreements covering other territories.

Table (b) Analysis of profit(loss) on ordinary activities before taxation by activity. Columns: 1980, 1981, 1982, 1983, 1984. Rows: Production and distribution of records and tapes, music publishing and the operation of sound recording studios and leasing, Property dealing and investment.

Table (c) Other income. Columns: 1980, 1981, 1982, 1983, 1984. Rows: Other operating income, Income from listed investment, Income from unlisted trade investments, Profit(loss) on disposal of listed investments.

Table (d) Interest payable. Columns: 1980, 1981, 1982, 1983, 1984. Rows: Bank loans and overdrafts and other loans repayable within five years, Other loans.

Table (e) Profit(loss) on ordinary activities before taxation. Columns: 1980, 1981, 1982, 1983, 1984. Rows: Directors' remuneration, Auditors' remuneration, Equipment hire, Depreciation and amortisation, Profit on sale of fixed assets.

Table (f) Tax on profit on ordinary activities. Columns: 1980, 1981, 1982, 1983, 1984. Rows: United Kingdom corporation tax, Related companies taxation, Overseas taxation, Deferred taxation.

Table (g) Extraordinary items, discontinued activities and non-recurring payments. Columns: 1980, 1981, 1982, 1983, 1984. Rows: Extraordinary items, Losses on disposals of investments, Abandonment of Breakfast T.V. franchise application, Disposal of short leasehold property, Reorganisation expenses, Discontinued activities, Non-recurring payments, Change of distributor network, Relocation expenses, Other.

The loss on discontinued activities relates to discontinued film and theatrical productions and to the activities of the following companies which ceased operations in the period under review:

Table with 3 columns: Name of company, Activity, 1984. Rows: Chrysalis Visual Programming Limited, Chrysalis Visual Programming Inc., Chrysalis Yellen Productions Inc.

Other non-recurring expenditure relates to discontinued founder shareholder remuneration and to income which during the period from 1st January, 1980 to 30th June, 1983 accrued to companies controlled by the founder shareholders, but from 1st July, 1983 accrued to Chrysalis Records Limited.

3. BALANCE SHEETS

The aggregated balance sheets (consolidated where appropriate) as at 31st December, 1980 to 1984 inclusive are as set out below:

Table with 5 columns: Note, 1980, 1981, 1982, 1983, 1984. Rows: Fixed assets (Intangible assets, Tangible assets, Investments), Current assets (Properties held for resale, Stock, Film production costs and rights, Debtors, Artist advances, Corporate tax recoverable, Listed investments - United Kingdom, Short term deposits, Cash at bank and in hand, Certificate of tax deposit), Creditors: Amounts falling due within one year, Net current assets/(liabilities), Total assets less current liabilities.

Notes to the balance sheets

(a) Intangible assets: Intangible assets comprise the purchase price of a music publishing catalogue less depreciation.

(b) Tangible fixed assets: Freehold property, Long leasehold property, Short leasehold property and improvements, Recording studio installations, plant and equipment, Motor vehicles, office furniture and equipment, Computer equipment, Leasing assets.

Capital expenditure authorised at 31st December, 1984 amounted to £168,635 all of which was contracted for but not provided in the accounts.

(c) Investments: Related companies, Shares at cost, less provision, Share of net aggregated profits after taxation, 11% Note receivable 1994 (redemption value US\$1m (£863,000)).

(d) Stock: Finished goods, Stock of records, tapes, video cassettes and sleeves.

(e) Film production costs and rights: This represents completed production costs carried forward which are estimated to be recoverable from future revenue.

(f) Debtors: Trade debtors, Amounts owed by related companies, Other debtors, Prepayments and accrued income.

(g) Listed investments - United Kingdom: The market value of listed investments at 31st December, 1984 was £501,000.

(h) Creditors: Amounts falling due within one year: Bank overdraft (secured), Trade creditors, Amounts owed to related companies, Other creditors, PAYE and social security, Corporate taxation, Accruals and deferred income.

(i) Deferred taxation: The full potential liability and the amount provided for corporation tax at 31st December, 1984 was as follows: Full potential liability, Amount provided.

(j) Accelerated capital allowances: Accelerated capital allowances, Other timing differences.

(k) Contingent liabilities: At 31st December, 1984 CGL had a contingent liability in respect of indemnities given to third parties by the UK Group's bankers amounting to £117,000.

(l) Changes on assets: Since 31st December, 1984 CGL and CRI Delaware have created additional charges on their assets (including investments in subsidiary companies) to secure borrowing facilities made available to CGL and other UK group companies and to Terwright Records Inc.

(m) Share capital: US Group, Terwright Records Inc., Chrysalis Music Inc.

(n) Aggregated paid up capital: US Group, Terwright Records Inc., Chrysalis Music Inc.

(o) Profit and loss account: At 1st January, 1980, Exchange variances on aggregation, Retained loss for the period, Capitalised on issue of bonus shares, Other.

(p) Subsidiaries: The aggregated results incorporate those of the trading companies and their subsidiary trading companies to be acquired by CGL and CRI Delaware as follows:

Table with 2 columns: Incorporated in England, Incorporated in the USA. Rows: Chrysalis Holdings Limited, Chrysalis Records Limited, Chrysalis Music Limited, Chrysalis Properties Limited, Chrysalis Properties (Investments) Limited, Chrysalis Visual Programming Limited, Royalties Computations Limited, Wessex Sound Limited.

These companies are wholly owned unless otherwise indicated.

(n) Related companies

The aggregated results incorporate those of the following principal related companies:

Table with 2 columns: Incorporated in England, Incorporated in Sweden. Rows: A.I.R. Edel Associates Limited, Tandem Record Sales Limited, Air Management Services Limited, Ian Anderson Music Limited, Chrysalis Music Limited.

These companies are all 50 per cent. owned.

4. STATEMENTS OF SOURCE AND APPLICATION OF FUNDS

The aggregated statements of source and application of funds (consolidated where appropriate) for the five years ended 31st December, 1984 are as set out below:

Table with 5 columns: 1980, 1981, 1982, 1983, 1984. Rows: Source of funds (Profit(loss) on ordinary activities before tax, Extraordinary items gross of attributable taxation net of related company adjustment), Adjustment for items not involving the movement of funds (Depreciation and amortisation, Profit on sale of tangible fixed assets, Share of profits less losses of related companies), Total generated/(absorbed) by operations, Funds from other sources (Proceeds of sale of tangible fixed assets, Loan repayments, CBS credit line facility, Corporate taxes recovered, Liquidation of subsidiaries, Unlisted trade investment - advances repaid).

Application of funds: Purchase of tangible fixed assets, Purchase of intangible assets, Shares acquired in subsidiary companies, Shares acquired in related companies, Corporate taxes paid, Purchase of tax deposit certificate, Advances to unlisted trade investment, Loan repayments, CBS credit line repayments.

Increase/(decrease) in working capital comprises: Properties held for resale, Stock, Film production costs and rights, Debtors and prepayments, Artist advances, Creditors.

Movement in net liquid funds comprises: Bank and cash balances, Bank loans, Short term deposits, Listed investments.

*Shares acquired in subsidiary companies: This is in respect of the acquisition of the outstanding minority interests in two subsidiary companies.

5. PRO FORMA BALANCE SHEET

The financial information on which we have reported set out in sections 1 to 4 above relates to the companies to be acquired by CGL and CRI Delaware.

In order to make these acquisitions, CGL and Terwright Records Inc. arranged for credit facilities of £6 million and US\$12 million respectively which were partially utilised to finance the cash considerations of £4,087,500 and US\$15.3 million referred to at the start of our report under the 'Reorganisation' headings.

On the assumption that: (a) the reorganisation agreements had been completed on 31st December, 1984 such that CGL became the holding company of the UK Group and the US Group including CRI Delaware; (b) in respect of these transactions £4,087,500 of the £6 million facilities and the full US\$12 million facility had been drawn down at that date; and (c) Samuel Montagu & Co. Limited ('Samuel Montagu') had at that date subscribed for 36,333 shares of £1 each in CGL for a consideration of £514,000, in accordance with the terms of an option agreement dated 16th January, 1985 as amended.

The pro forma balance sheet of CGL and its subsidiaries at 31st December, 1984 would have been as follows:

Table with 2 columns: Note, 1984. Rows: Fixed assets (Intangible assets, Tangible assets, Investments), Current assets (Properties held for resale, Stock, Film production costs and rights, Debtors, Artist advances, Listed investments - United Kingdom, Cash at bank and in hand, Consideration receivable on allocation of shares to Samuel Montagu), Creditors: Amounts falling due within one year, Adjustment for balance of share consideration, Net current liabilities, Total assets less current liabilities, Creditors: Amounts falling due after more than one year, Deferred taxation, Net liabilities.

CAPITAL EMPLOYED: Capital and reserves, Called up share capital, Other reserve, Profit and loss account.

Notes to the pro forma balance sheet (to be read in conjunction with the notes to the balance sheets): (a) The credit facilities referred to above are as follows: £4 million at 2% p.a. over LIBOR repayable as to £1 million on 28th June, 1985 then by half yearly instalments of £250,000 save on 28th December, 1987 when £500,000 will be repayable; £2 million bank overdraft facilities; and US\$12 million revolving credit with CBS Records reducing to \$6 million on 1st January, 1990 and expiring on 31st December, 1990. Interest is payable at 12 per cent. on the portion of the average balance exceeding US\$6 million in the years 1985 to 1989 and US\$3 million in 1990. The rate of interest may be adjusted if US prime rate falls below 9 per cent. or exceeds 15 per cent. per annum. These facilities are secured by charges against the assets of the UK Group and the US Group.

(b) The amounts of £4,087,500 and £10,354,000 (US\$12 million) are included in the pro forma balance sheet as follows: Amounts falling due within one year, Amounts falling due after more than one year.

(c) Adjustment for balance of share consideration: The difference of £2,847,000 (US\$3.3 million) between the cash consideration of US\$15.3 million less the available credit facility of US\$12 million is shown under this heading. The amount was provided from the subsequent realisation of current assets.

(d) The pro forma has been adjusted to allow for legal and professional costs of £358,000 incurred in connection with the reorganisation which took place in January, 1985.

(e) Creditors: Amounts falling due within one year before adjustment: Increase in borrowings (note (b)), Legal and professional costs (note (d)).



Chrysalis

Amizares home ground

to move alongside Graham... of Australia, and Rick... of the United States...

nd scores... A. Bannister, G. Brand, M. McLellan... J. A. Jackson, B. Wallis, M. Johnson...

up hopes... BOWLS... Icock keeps on course... took a positive step...

the storm... back, who slumped in... the seventh...

IN BRIEF... A total of £26,000 has... to charities...

Amizares home ground... to move alongside Graham...

to move alongside Graham... of Australia, and Rick...

to move alongside Graham... of Australia, and Rick...

RACING: TOM JONES'S FILLY WINS CHILD STAKES DESPITE LACK OF ASSISTANCE FROM INJURED MURRAY

Never So Bold should join Brave Al Bahathri holds whip hand

By Michael Seely

The Maklout family's success... continued on the July...

Green Desert, who races in the... colours of the Maklout Al...



Al Bahathri holds the challenges of Ever Genial (right) and Bella Colora (centre) (Photograph: Frank Baron)

Never So Bold, who was... to the remarkable...

Green Desert, who races in the... colours of the Maklout Al...

Green Desert had been... strongly by Stoute to...

Lynch banned... Martin Lynch, son of the former...

Never So Bold, who was... to the remarkable...

Green Desert, who races in the... colours of the Maklout Al...

Green Desert had been... strongly by Stoute to...

Lynch banned... Martin Lynch, son of the former...

NEW MARKET... [Television: 2.35, 3.10, 3.40, 4.10]

NEWMARKET SELECTIONS... [Television: 2.35, 3.10, 3.40, 4.10]

NEWMARKET SELECTIONS... [Television: 2.35, 3.10, 3.40, 4.10]

3.40 ADDITION TOOLS HANDICAP (3-y-o £12,720; 1m) (14)

3.40 BAHRAIN TROPHY HANDICAP (3-y-o fillies: £8,220; 7f) (14)

4.45 E F BULLBOURN MAIDEN STAKES (3-y-o-c & g; £4,721; 6f) (18)

CATERICK BRIDGE... [Television: 2.35, 3.10, 3.40, 4.10]

2.45 SPREADING CHESTNUT HANDICAP (3-y-o: £1,198; 1m 150y) (12)

HAMILTON PARK... [Television: 2.35, 3.10, 3.40, 4.10]

2.45 WEAVING WILLOW MAIDEN FILLIES STAKES (3-y-o: £829; 1m 40y) (7)

7.45 MONKLAND HANDICAP (£2,148; 1m 110y) (8)

7.15 BURNSHAM SELLING STAKES (3-y-o: £583; 6f) (7)

Results from yesterday's two meetings

NEW MARKET... [Television: 2.35, 3.10, 3.40, 4.10]

WARWICK... [Television: 2.35, 3.10, 3.40, 4.10]

CATERICK BRIDGE... [Television: 2.35, 3.10, 3.40, 4.10]

HAMILTON PARK... [Television: 2.35, 3.10, 3.40, 4.10]

New site is found for top event next year

By Jenny MacArthur... The Greenway Park horse trail...

Whitakers lead way

Whitakers... Although Alan Whitaker...

TENNIS

Lloyd: No 1... Lloyd returns to lead...

YACHTING

Trimarans put a record under threat... Robyn Knev-Johnston's record...

Ascot acceptors

Ascot acceptors... KING GEORGE VI AND THE QUEEN...

Live Aid famine relief hopes falling short of expectations

By David Hewson, Arts Correspondent

With only two days left before the Live Aid concert...

China confirmed yesterday that it would not take any of the 16 hours of rock music from Wembley...

The event has also been dogged by contractual problems which have ruled out the possibility of it being recorded for sale as an album or video cassette.

Yesterday an agency in Los Angeles announced that it was to start a court claim for \$10 million (£7.25m) from ABC, the American TV network...

The BBC, which is organizing the coverage of the Wembley concert, claimed yesterday that it expected to reach an international audience of more than 1.5 billion through radio and television.

But the corporation did not give a break down of where the audience was due to come from, and the estimate was thought within television circles to be grossly exaggerated.

Mr Simon Patch, operations manager of the Brightstar satellite consortium handling much of the distribution of the two concerts and offering the services of its staff free, said that he knew that programme would be received in America, Europe, Japan, Australia, New Zealand, Hong Kong, and Trinidad and Tobago.

"We will transmit it as we promised, but it is just that I cannot honestly say it is going to 1.5 billion people. I have asked who it is going to but I haven't been told. I must admit I'm very vague about what's going on."

The signals from both concerts will be routed to international television satellites and offered to countries throughout the world. Developing nations can receive them for free, but richer countries had to organize a telenon to raise funds for the appeal.

The programme can only be received if countries agree to pay for an "uplift" signal to the satellite at a cost of £24,000 for the whole 16 hours.

The failure of Live Aid to penetrate the poorer countries is unlikely to affect adversely the amount of money it makes, however. Ticket sales in London and Philadelphia have already raised around £2 million in London and £5 million in Philadelphia.

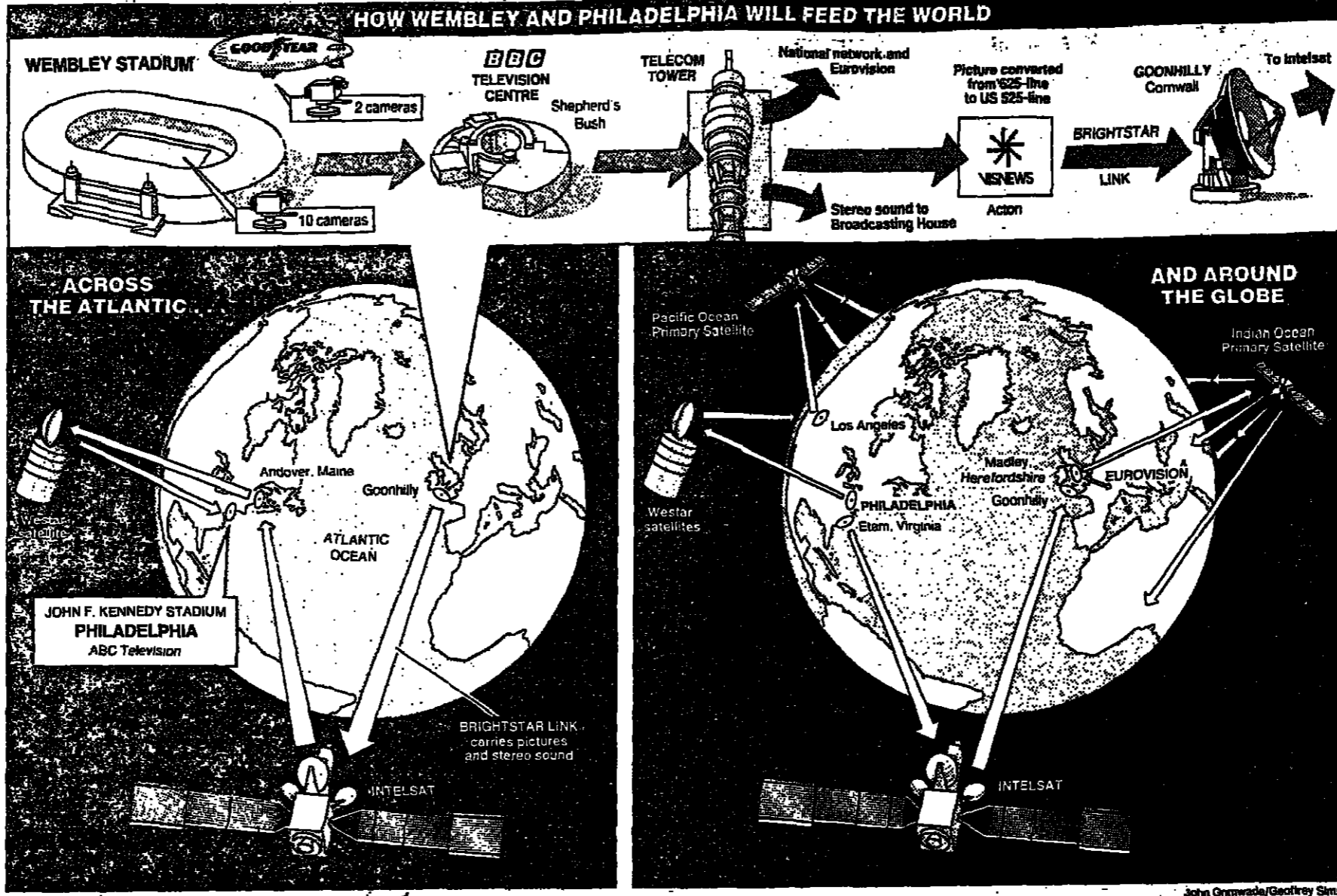
Mr Michael Mitchell, executive producer of the concert, predicted yesterday that the event would raise between \$25 million (£18.16m) and \$50 million (£36.23m).

During the event appeals will be made by Bishop Desmond Tutu, the Anglican bishop of Johannesburg and Nobel prize-winner, Mr Jimmy Carter, the former US president, and Mr Rajiv Gandhi, the Indian prime minister.

Among the artists involved are Phil Collins, who will fly from London to the US by Concorde to take part in both concerts, Bob Dylan, Mick Jagger, Paul McCartney, The Who, Duran Duran, David Bowie, Eric Clapton, Joan Bees, and the Beach Boys.

BBC2 will broadcast the event from 12 noon on Saturday until 10 pm, when coverage switches to BBC1 and runs until 4 pm the next day.

Is there discord among the pop singers trying to feed Africa? Spectrum tomorrow.



ducder of the concert, predicted yesterday that the event would raise between \$25 million (£18.16m) and \$50 million (£36.23m).

On Saturday Bob Geldof, who made his name with the rock band Boomtown Rats during the formative days of the punk era, makes his final transition to public benefactor.

Band Aid, which brought together a number of well-known British stars for the Christmas record Do They Know It's Christmas? raised £8m.

Boomtown Rat as public benefactor



Bob Geldof: final transition

fund-raising telenon, unless it is in black Africa.

Mr Geldof, aged 33, has according to those who have watched his formation of the relief appeal effort, acted with commendable shrewdness throughout. The business, in particular, is highly suspicious of charitable benefits principally as a result of past ventures that have gone wrong.

Bombers' television message of death

Continued from page 1

camera. "I hope my mission will be successful... so this will be a lesson to every enemy and traitor."

Her attractive features were then displaced by the rather fey, naive face of Khaled Azrak, his thin moustache giving him a kind of tired, doomed look.

Mr Azrak was also already dead - he had killed himself and 15 other people only a quarter of an hour before Miss Harb blew herself to pieces - and his message was a more mournful one. "I believe Israel's hand in this country should be chopped off," he announced in a thin voice.

He was, according to his own lights, more successful than Miss Harb. Near the town of Hasbaya he killed two militiamen and 13 other people, most of them thought to be civilians. Her bomb killed no-one but herself - she wounded two Israelis, two militiamen and a 13-year-old boy.

Down the road at Ras Al-Bayada yesterday morning, a clutch of Israeli plain-clothes Shin Bet intelligence agents with Uzi machine-guns slung over their backs were walking across the scarred road where the former psychology student at the Lebanese University immolated herself. Some frightened "SLA" men sat above them on an earth embankment, pointing their rifles even at one of the UN's innocent two-man observation patrols.

The bombers both appeared to have secular motives - Mr Azrak was a Syrian-born Sunni and Miss Harb a Druze - but the Shia Muslims of southern Lebanon have themselves not yet finished with the Israelis.

For just two days ago, 14 miles away in the little village of Maarakah, a senior UN officer observed a small ceremony taking place outside the local mosque, 20 young people - women as well as men - dressed in white robes with white headbands, being blessed by a sheikh. As the same officer put it yesterday: "There are 20 more bombs waiting to go off."

Today's events

Royal Engagements: The Duke of Edinburgh, Chancellor, presides at the Salford University Degree Congregations...

Closing in London

House & Garden and IDDA Deauxe Young Designer Scheme 1985: Royal Institute of British Architects, 66 Portland Place, W1...

New books - paperback

The Literary Editor's selection of interesting books published this week: FICTION: Learning to Swim and Other Stories, by Graham Swift...

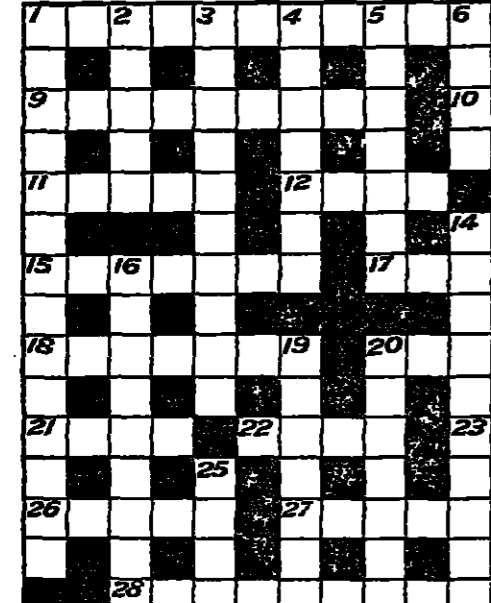
Weather forecast

A depression will develop to the NW of Scotland and move NE near N Scotland with the associated cold front moving SE across Britain during the day.

High tides

Table with columns for location, AM, HT, PM, and MT. Locations include London Bridge, Aberystwyth, and others.

The Times Crossword Puzzle No 16,786



Dogs in cars

The RSPCA has launched a £300,000 campaign to warn dog-owners of the dangers of leaving their animals in parked cars.

The papers

The Daily Star says that the fullest justification for its recent campaign against the "terminal madness of the Common Market's agricultural policies" was produced yesterday in Luxembourg...

MI repairs

Repair work on the M1 near junction 8 (Hemel Hempstead) has been completed five days early.

Lighting-up time

Table showing lighting-up times for various cities like London, Edinburgh, and Manchester.

Parliament today

Commons (2.30): Debates on estimates of housing and environmental matters and estimates of the mentally ill and handicapped.

Anniversaries

Birth: Robert Bruce, king of Scotland (1306-29); John Quincy Adams, sixth president of the United States (1767-24); Quincy, Massachusetts, 1790.

The pound

Table showing exchange rates for various currencies like Australia, Canada, and Hong Kong.

Portfolio

Portfolio - how to play: Monday-Saturday record your daily Portfolio. Add these together to determine your weekly Portfolio.

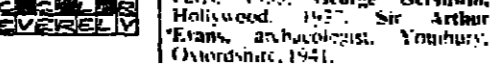
Highest and lowest

Table showing highest and lowest temperatures for various cities like London, Edinburgh, and Manchester.

CONCISE CROSSWORD PAGE 8

ACROSS: 1 British record-holder from a county's first (8,5).

Solution of Puzzle No 16,785



DOWN

1 Obscure met by tripper? (4,5).

PHOTOSALES

Prints of The Times and Sunday Times photographs

PHOTOSALES

Prints of The Times and Sunday Times photographs

GENERAL APPOINTMENTS

July 11, 1985

Much has been said and written about Britain's training needs for the future. Indeed it is fair to say now that most of us are aware of the "skills gap" and are trying to do something about it. Yet the real training needs have not been faced, and until they are British industry will increasingly be at a competitive disadvantage. John Butcher's committee's last year highlighted the potential shortfall in programmers and systems analysts that we shall all have to cope with during the next five years, but what we at Rank Xerox are equally concerned about is the management skills gap.

We are in the information technology business - a business which involves the creation, storage, flow and output of information, not dissimilar to the crucial tasks of a manager. This technology when used effectively can enormously aid management decision-making and can often give a company within a particular market the opportunity to take the lead on its competitors and even in some cases to lock the competition out.

Yet the technology alone is no panacea. It is the effective understanding and application of infor-

mation technology that improves performance. Any study on information technology shows many examples of effective usage, but also shows some organizations which not only had not benefited from computerization but had actually ended up less efficient as a result.

What is becoming increasingly obvious then is the need for management training, right up to the highest levels, in the strategic applications of information technology. Without this comparatively small investment, larger investments in the systems themselves will simply founder and frustrate.

Of course, the biggest problem that the information technology revolution poses are that working practices and job responsibilities are changing fast. In order to capitalize on the potential advantages that information technology offers, many organizations will need to re-evaluate their structures and the way in which information flows through their companies.

So how can an organization protect itself from the pitfalls of information technology? Last September we organized a seminar on this subject. Its conclusions were to many of us both radical and demanding.

Management training, to the highest levels, in applying information technology is now vital in Britain, says Derek Hornby



First and foremost, computing must enter the boardroom and it must enter not as the property of the accounts or data-processing departments. It should be common property across all functions. Secondly, there must be an essential orientation for all managers so that they are all speaking the same language and are all able to use the same system as part of their working lives. One of the conclusions we have reached is a need for a "new order" in organizations masterminded perhaps by the appointment of a director of information technology who is a business strategist by training and not a technocrat. Once

the strategic goals are agreed upon at board level, the process of introducing the computing facilities with the necessary education and training can begin.

Successful exponents of this approach often set up an advisory service manned by seconded managers who are already fully competent in the systems employed and who can help departments through their teething problems. They can also fuse together the various issues that the new systems uncover and often find management duplication of tasks and crucial bottlenecks in the flow of the company's information, giving the service a useful added value.

Interestingly, some companies have also seen this stage as an opportunity to bring in management consultants. There is no better time to examine your structures for making decisions than when your organization is going back to basics.

Another advantage to this approach is the breaking down of cultural barriers that often exist between the technocrats and the strategists - a crucial component to information technology-led success. By way of an example, Rank Xerox is training all its employees from the most junior to the managing director in the demands and application of information technology. The cost of this programme in Europe alone will be about £250 million.

At this stage, then, the task is one of changing attitudes and working practices. As a nation whose industries are still dominated by male managers resistant to keyboard skills, it is no easy task, but among middle and junior management that is the biggest cultural obstacle to overcome. Much progress is being made to break down these barriers in schools, universities and information technology centres all over the country. We shall reap those benefits in the years to come. In the meantime the challenge is to win

over those who currently managing our technology.

The application of information technology is a necessary skill for all managers. Our competitors across the seas are well aware of this and are making great strides in introducing it at all levels. It is up to us to make sure that we do not miss out. The implications of doing so are too serious to ignore.

One of the lessons we have learned from our training programmes is the enormous potential for people. Our training activity in such fields as high level programming languages has taught us that those without formal educational qualifications can become highly skilled in vocational areas. Indeed we have found that those with academic qualifications sometimes take longer to acquire new skills when they have to unlearn.

One can become a prisoner of one's past training, which is why every effort must be made to equip employees to become flexible and adaptable.

Training for very many companies has often been a peripheral activity to which lip-service is paid but which does not figure very largely in the working life of a senior

manager. Today it is as vital a component of our industrial future as research and development.

Immediately after the war nearly fifty per cent of Britain's workforce was employed in manufacturing. Today, the figure is less than thirty per cent and, by the end of this decade, it could be no more than twenty per cent. The service industries such as restaurants or dry-cleaning will account for another thirty per cent, which leaves the other half of the working population needing precise skills and knowledge in order to find employment.

This will require the combined efforts of schools, universities and industry to determine the skills and training required. It entails industry becoming involved with local schools and technical colleges at an early stage, perhaps donating equipment where possible and reducing the gap between leaving school and starting work. It means industry becoming more active in university life, seconding highly skilled managers for sabbaticals and making funds available for research fellowships.

There is no reason why we cannot come to grips with these problems and turn them into outstanding opportunities.

The author is chairman of Rank Xerox (UK)

Advertising ☎ 01-278 9161/5 Enquiries

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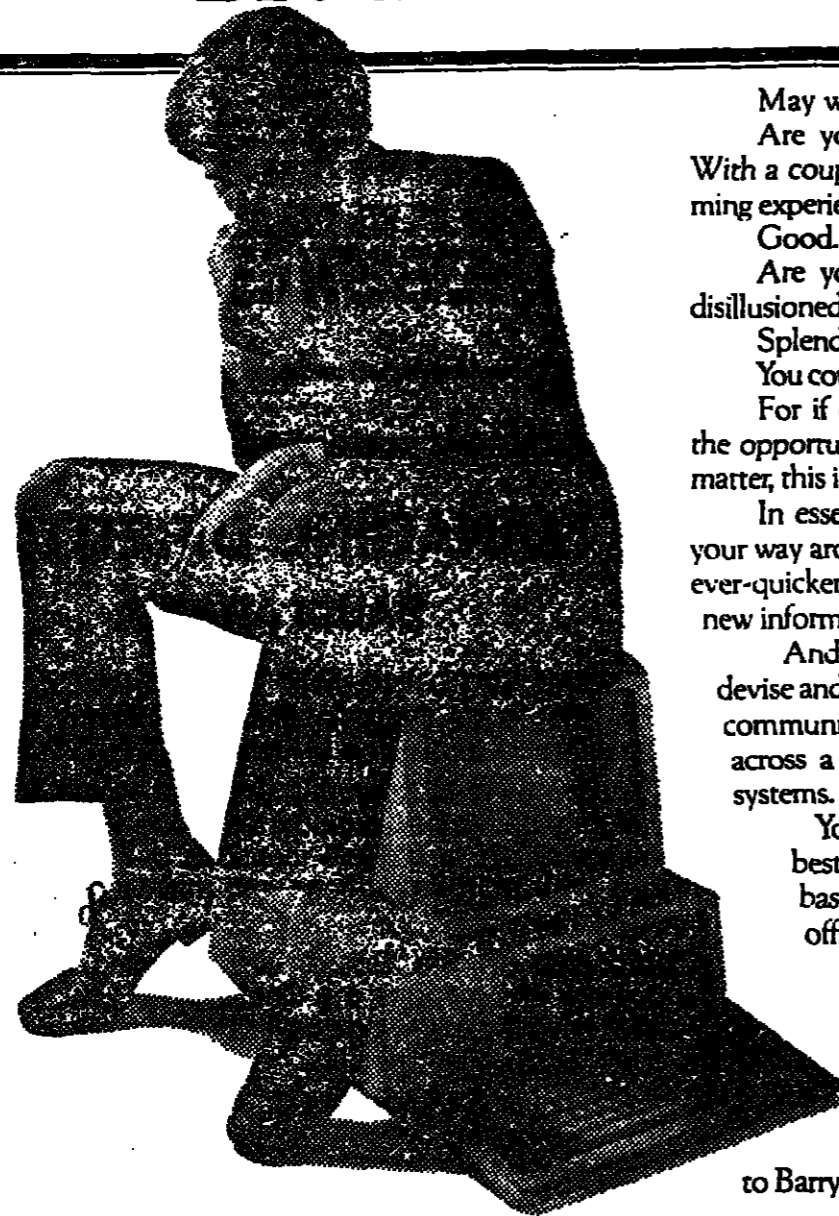
The person appointed will be a qualified accountant of some years' experience, aged up to mid-fifties. Familiarity with computerized accounting essential. He/she will be responsible for the accounting functions of the Association and its two wholly owned publishing companies and will have a strong overall management role. Subordinate staff of 18 in departments of accounts, membership records and administration.

Further information and application forms (to be returned by 8 August) from Administration Officer, 7 Ridgmount Street, London WC1E 7AE. Phone 01-636 7543.

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GENERAL APPOINTMENTS Trade 01-278 9161/5

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Kimberly-Clark

Fire Service Inspectorate Appointments Basingstoke and London

The Inspectorate monitors the way in which fire authorities perform their functions under the Fire Services Act 1947 and the Fire Precautions Act 1971, advises the Secretary of State on fire service matters generally, and participates in official enquiries.

HM Inspector (Territorial) HM Inspector (Fire Prevention)

The primary task will be the inspection of fire brigades covering the Southern counties of England. Inspections will be carried out from the Southern Area Office of the Inspectorate at Basingstoke, Hampshire and the successful candidate will be expected to live within reasonable travelling distance. You must have extensive and practical fire service experience in the UK as a senior officer, preferably at Chief Fire Officer level. A thorough knowledge of the organisation and operational procedures of local authority fire brigades is essential, as is the skill to present clear oral and written reports on complex issues.

The primary task will be to advise on the formulation of fire prevention policy and represent the Home Office on internal and external committees including those of other organisations both in the UK and abroad. Duties will also include the management of the staff in the Fire Prevention Section. You must have extensive and practical fire service experience in the UK at a senior level, preferably including service at Chief Fire Officer level. A thorough knowledge of the application and management of fire prevention is essential.

Relocation expenses may be available. Both posts involve some travelling in England and Wales and exceptionally elsewhere. SALARY: £23,960 rises to £26,770 (£1365 higher in London). Pension interchange arrangements are available. For further details and an application form (to be returned by 31 July 1985) write to Civil Service Commission, Alencon Link, Basingstoke, Hants, RG21 1JB, or telephone Basingstoke (0256) 468551 (answering service operates outside office hours). Please quote ref: G/8596.

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Home Office

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- PERSONNEL and TRAINING

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Dr B. J. Jameson,
Chief Executive,
Northern Ireland Management Centre,
59, Boucher Road,
BELFAST BT12 6HR.

NIMC NORTHERN IRELAND MANAGEMENT CENTRE

THE BOARD OF TRUSTEES OF THE VICTORIA AND ALBERT MUSEUM A Consultant Designer for the V & A

The Trustees wish to appoint a Designer/Architect for the replanning and refurbishment of the Victoria and Albert Museum. Although appointed by and reporting to the Trustees the Consultant will work closely and sensitively with the Director and Staff of the V & A and the PSA. The Trustees intend that the Consultant should prepare a grand visionary plan for the Museum to incorporate the redesign and display of many of the Galleries, and the meticulous restoration and alteration of the fabric of the building. The work will be phased over several years.

In certain cases the design of particular Galleries may be carried out by other designers under the overall guidance of the Consultant.

Obviously an understanding and appreciation of the qualities of the V & A as a Grade I Listed Building, and in particular an enthusiasm for the great collections that it houses and the educational role they play, are a prerequisite for this appointment.

Experience and an international knowledge of display techniques for Museums and Galleries, plus a single-minded dedication and involvement in this major task, are essential.

Please submit particulars of your own or your Practice's experienced qualifications on two sides of A4 paper, plus photographs or illustrations of your work on not more than ten A2 Boards.

Please submit your application by 26 July, 1985, to:
The Trustees Designer Appointment Committee,
c/o The Establishment Officer,
The Victoria and Albert Museum,
South Kensington, London, SW7 2RL.

GRADUATE CAREER CHANGE OPPORTUNITIES

OXFORD PERSONNEL MANAGEMENT has clients seeking graduates of all disciplines for worthwhile careers in administration, sales and marketing with possibilities of overseas travel or residence in some cases. Essential requirements are age 22-35; good degree, numeracy, self-motivation, mature outlook and well-developed social skills. Starting salaries are in the range £9-£15k, depending upon qualifications and experience. Other benefits include planned professional training, progressive career structure with early responsibility, medical insurance and excellent pension arrangements.

All applications will be acknowledged and counselling is available to suitable candidates at no cost to them. Non-graduates with high grade 'A' level results may also be considered.

Please send your CV with brief, handwritten covering note, for the attention of Malcolm North, OXFORD PERSONNEL MANAGEMENT, Chadton House, 10 Quarry Road, Headington, Oxford OX3 9NU.

opm2

Associate Consultants - Production

March Consulting Group, an expanding multi-service consultancy, now requires to strengthen the resources of its Manufacturing Division. Opportunities exist for established Associate Consultants with proven experience in:

- Payment systems
- Production and inventory control
- Maintenance engineering
- Management development

To work along-side a core team of energetic and enthusiastic staff on a range of assignments for 'blue chip' clients.

You will be joining a progressive group which is in a position to offer very favourable contract conditions.

Please write, with full CV, to: Mr. D. Nicholson, Head of Manufacturing Services, March Consulting Group, 33 King Street, Manchester M2 5AA.

MARCH CONSULTING GROUP

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We offer an excit... highly profession... office and report... information Serv... line systems to th... institutions.

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GENERAL APPOINTMENTS Trade 01-278 9161/5

UNUSUAL MANAGEMENT OPPORTUNITY

Manager sought with following qualifications:

- ★ Successful background in commerce and/or industry
- ★ Knowledge of and experience in Southern Africa
- ★ Entrepreneurial dynamism

The successful applicant will handle the day-to-day administration of a small, hardworking but happy team. Amongst other responsibilities he will be expected to attract investments by U.K. business. Political contacts both in the U.K. and southern Africa will be an asset, diplomatic flair and general common sense essential. Some travel in the U.K. and abroad will be required and occasional weekend and evening duties make it preferable that the successful candidate should live within easy access of London.

Salary: Negotiable in the region of £25,000 plus company car.

Apply to: Box 2243 W, The Times with full details of career to date.

A direct line to the executive shortlist

InterExec is the organisation specialising in the confidential promotion of Senior Executives.

InterExec clients do not need to find vacancies or apply for appointments. InterExec's qualified specialist staff, and access to over 100 unadvertised vacancies per week, enable new appointments at senior levels to be achieved rapidly, effectively and confidentially.

For a mutually exploratory meeting telephone:

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Birmingham ☎ 021-632 5648
The Rotunda, New Street

Bristol ☎ 0272 277315
30 Baldwin Street

Edinburgh ☎ 031-226 5680
47a George Street

Leeds ☎ 0532 450243
12 St. Paul's Street

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The one who stands out.

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A double meaning for double the opportunity

PRODUCTIVITY SERVICES ANALYST

As one of the UK's leading agrochemical companies - ICI Plant Protection Division know more than most about growing healthy plants.

As one of the most rapidly expanding, we also used to seeing the growth of our own manufacturing plant.

Here at our Yalding works, near Maidstone in Kent, we have over 450 staff producing some 130 products, with more added each year as new formulations are developed.

That is why we have recently introduced the latest technology to handle process control, further automation (including robotics) and computer aided design and modelling.

It is also why we are seeking a Productivity Services Analyst to become a key member of a small team, where you would enjoy all the variety and challenge of a diverse project portfolio.


With the active support and high regard of site management, the team provides a range of science skills including mathematical modelling, systems analysis, simulation, method and work study.

As the site continues to grow at a hectic pace you will enjoy many challenges to increase both plant capacity and output, as well as helping to optimise resources through membership of various expansion project teams.

You should be a numerate graduate or equivalent who has a logical and systematic approach to problem solving, the enthusiasm and ability to get ideas accepted and implemented and a talent to communicate at all levels. A management science background, handling micro-computers, preferably in a chemical works environment, would be ideal.

This position offers a highly competitive salary on a rising scale up to £14,500, with a full range of benefits which can include generous relocation assistance if required and all the satisfaction and opportunity of a growing environment - in all senses of the word.

Please write or ring for an application form to: Alan Dixon, Personnel Department, ICI Plant Protection Division, Yalding, nr Maidstone, Kent ME18 6HN. Telephone: Maidstone (0622) 812511.



William Grant & Sons Ltd

The world's most successful malt whisky needs a very special marketer

William Grant & Sons is one of the best known and most successful independent Scotch Whisky companies. With Glenfiddich, it virtually created the Malt Whisky sector in the market, and the brand is by a considerable margin the world's No. 1 malt. In something of a unique role, you will be responsible for the following:

- a) Brand managing Glenfiddich in the United Kingdom, with full sales and profit responsibility
- b) Developing and co-ordinating programmes for Glenfiddich and other Grant Whisky brands in Export Markets
- c) Managing the central research programmes and international advertising development, for all brands.

You are in your mid 20's, a graduate and, above all, a strategic thinker - someone who fuses creative vision with disciplined numeracy. You are mature, articulate and convincing in your presentation and have trained successfully in a blue chip marketing environment. You are now ready for a very demanding challenge which will give an international dimension to your horizons.

The package will appeal to someone currently earning around £15,000 and will include a car, BUPA, and full benefit package.

Please send a detailed C.V., including contact telephone numbers, in strict confidence to Nigel Rugman at Management Appointments Limited (Search and Selection Consultants), Finland House, 56 Haymarket, London SW1Y 4RN. Tel: (01) 930 6314.

MAL Management Appointments Limited

"GREAT SUCCESS STORY"

(F.T. AUGUST, 1984)

This is simply one of the accolades Sun Life Unit Services, then an associate company of Sun Life received from the UK press in August when it was announced that they were to be bought by the Sun Life Group.

And the story continues

For rather than resting on our laurels we're actively searching now for high calibre individuals to market an exclusive investment concept in the financial services field. Opportunities exist in London and throughout the UK.

Possible earn in excess of £30,000 per annum (Commission).

Ring Ian Kirkwood on
242 6251

MRC PRODUCTS LTD

CLIENT LIAISON MANAGER

£10k + car + benefits

- MRC Products Ltd supply the market's leading multipool equipment to household names in both manufacturing and distribution.
- Your responsibility will be to face with them on a regular basis to ensure the best level of service they can come to expect from us.
- Your experience should be in the sanitary ware or bath industry at a management level.
- Your base will be in Corby, though national travelling is essential.

FRANCHISE MANAGER

£10k + commission + car

- Ultrafit is a newly established network of franchise centres for the supply, fitting and servicing of the market's leading whirlpools.
- Your responsibility will be to oversee all aspects of the franchise network - from recruiting and developing new business opportunities to ensuring that the level of service and service is kept high.
- Your experience is an advantage: franchising - sales management - marketing - or allied experience in the industry.
- Your base will be in Corby, though national travelling is essential.

CV to Mr. N. Collins, Sales Director, MRC Products Limited, Northallerton, High Road, Widdows, London N20 9LP 01-446 656

Assistant Director of Administration


£17,500 - £20,000 + Car

For an exceptional organiser with a flair for management, a head for pressure and a demand for perfection, this opportunity is tailor-made. The London Division of a major international accountancy practice, my Client enjoys an enviable reputation and an impressive record for growth; 200,000 sq ft of office space and 1,300 people bear witness to this and put into perspective the scale of operation you will undertake as Assistant Director of Administration.

Within this demanding and constantly pressured environment, you'll have every opportunity to draw on your skills as a strategist and your versatility as manager. Leading a small team of committed staff, you will control the running of extensive client meeting facilities, and oversee Estate Management, Planning and Project Management, Catering Facilities, as well as the development of employee facilities in a technologically demanding environment. We also expect a disciplined approach to departmental methods and accounting systems.

Aged 30-35 and preferably a graduate, you will call upon 10-15 years' experience in administration management - perhaps gained in a retail environment, in public administration, or in a financial or legal practice. You must be able to handle all levels of personnel with dexterity and confidence, and demonstrate a logical and flexible way of dealing with problems.

The rewards available - a highly attractive salary and company car - reflect the calibre of person we have in mind; and promotion prospects are excellent if you have the motivation to master this challenge. Write immediately with full career details to David Woolf, Juniper Woolf Consulting Partners, 22 New Concordia Wharf, St. Saviour's Dock, Mill Street, London SE1 2BB. Tel. 01-231 7275. Please don't let imminent holiday arrangements stand in your way - simply state what your plans are, and we'll accommodate wherever necessary.



SEARCH & SELECTION - RECRUITMENT ADVERTISING

A promotional route to General Management with an International Engineering and Transportation Company

Corporate Strategy and Financial Planning

City **£14,000 - £20,000**

In order to support the Company's future expansion we are seeking to strengthen and broaden the skills of our central Planning Department. This department, with high exposure to senior management, provides a central resource for assisting main board decision-making and for supporting subsidiary groups in development of their strategy. The work is mainly project-related and will involve strong emphasis on financial analysis and market research. Presentations to senior executives up to board level form a regular part of the job.

We therefore invite applications from candidates, likely to be in their late 20s/early 30s, who must have good first degrees. An MBA or other relevant post graduate qualification is also desirable.

Candidates should have at least three years' experience in a similar capacity or have worked in consultancy, market research or other appropriate disciplines. The personal qualities required are a high degree of self-motivation and the ability to communicate effectively at all levels. Candidates should also be seeking to make a significant impact in the next stage of their career.

Promotional prospects are excellent. The department is recognised as a source for executive recruitment into the operating divisions. The initial salary is negotiable depending upon experience and the usual large company fringe benefits will apply.

Please write with full curriculum vitae to: Andrew Butler, Director of Planning, Mitchell Cotts plc, Cotts House, Camomile Street, London, EC3A 7BJ

MITCHELL COTTS
International Engineering, Transportation and Trading

CENTRAL BUREAU

Applicants are invited for the following temporary Executive Officer posts:

FURTHER & HIGHER EDUCATION DEPT.
Graduate required to work on international exchange programme placing students for industrial experience in other countries. Previous experience in industry and Commerce is highly desirable. A working knowledge of French and/or German is useful. This appointment is initially for 6 months. Closing date 26th July.

TEACHER EXCHANGE DEPT.
The post holder will be responsible for the administration of the Teacher Exchange schemes with non-English speaking countries. Graduates with teaching and/or administrative experience and knowledge of the British Education system required. Working knowledge of French essential; other European languages useful. This appointment is to cover maternity leave commencing at the end of July. Closing date 18th July.

Starting salary for both posts is in the region of £8,200 gross per annum.

For further details and application form please write to:

Establishment Officer,
Central Bureau, Seymour Mews House,
Seymour Mews, London, W1H 9PE
or Tel. 01-486 5101

Tax Department Administrator

Salary to £15,000

Can you meet the challenge of a new post?

We are a leading firm of Chartered Accountants, currently embarked on an exciting programme of expansion and development.

Our Personal Financial Planning Division is growing rapidly to provide a new dimension in UK and International Tax, financial and investment services to a wide range of individual clients and companies.

These developments require a sound admin. base and we now need a skilled, results orientated person to be responsible for the day-to-day administration of the new Division of more than 60 staff. Reporting to the Tax Admin. Manager the person appointed will co-ordinate and control the essential components of people, finance and systems for the Division, and assist across the whole tax area. He/she is likely to be about 30, of degree level or equivalent, with experience of financial budgeting, reporting, control and administration.

If you are seeking an opportunity to extend a record of success, and possess a knowledge of computer and WP systems, we can offer scope for initiative and personal development. Professional or financial sector experience would be an advantage.

Our offices are situated close to St. Paul's and we offer the usual benefits of a large professional firm.

Apply in writing enclosing your CV to the Personnel Manager, Miss S Woodson at the address below or telephone for further details on 01-248 3913.

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128 Queen Victoria Street,
London EC4P 4X.

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PROFIT FROM OUR SKILLS

INSEAD

EUROPEAN INSTITUTE OF BUSINESS ADMINISTRATION
FONTAINEBLEAU
(60 km south of Paris)
The Director of Development (FUND-RAISING) is looking for a

FUND-RAISING EXECUTIVE

The candidate should have a degree in arts, economics, marketing or journalism. He/she will undertake market studies (document search) on companies from the US, Britain and the Netherlands likely to give financial support to INSEAD.

The person appointed will work closely with the Director of Development and the FUND-RAISING consultants responsible for these countries, and will be responsible for following up on their work. There are good long-term prospects for the right candidate.

Candidates should have several years' experience in a similar field, be bilingual english/french (german would be an advantage) and enjoy working in a team. A knowledge of micro-computers would be useful.

Send a detailed C.V. including references and a photo to:
Personnel Officer - INSEAD - Bd de Constance
F-77305 FONTAINEBLEAU Cedex.


A CHANGE OF DIRECTION

If your career is at a dead end and you are considering a change of direction this could be the opportunity you are looking for.

Vacancies exist for self-assured people with ability and business acumen to train for a career within the financial services industry. Exciting opportunities for personal success and career development are linked with excellent training and the prospect of a very high income.

Without obligation, find out about our direction.

Please telephone Clive Evans (morning) on 01-437 1481 or Keith Pann (afternoon) on 01-734 5669.



ASSISTANT SECRETARY

(Administration)

c £11,000 pa negotiable

For small scientific society, London W1. The person appointed will, as part of the management team, be responsible for the General Secretary for supervision of accounting operations, training and budgetary control, the membership system, committee servicing and general administrative duties.

Applicants invited from men and women ideally with degree or professional qualification, relevant administrative/financial background and familiarity with computer software and hardware. Age immaterial from 25 to 28.

Please write to Managing Director, Massey's Executive Selection, 100 Baker Street, London W1. Tel 01-635 6581.

CE£11,000 P.A.

THE LONDON SOFA-BED CENTRE

Britain's leading sofa-bed specialists require energetic, outgoing, sales people for their central London shops.

This is an excellent opportunity to work with beautiful sofas and fabrics in a friendly, lively atmosphere.

Please contact the Personnel Officer,
01-580 8480

WP SUPPORT & TRAINING

ACE Microsystems, producers of the highly successful Word Processing Software, LEX, are looking for two people to join the training and customer support department.

Whilst one job is primarily training and the other supporting and user enquiries about LEX, both will inevitably overlap and the successful applicants must be capable of working in a small team geared to both these tasks.

Although a knowledge of LEX is not essential, Word Processing experience is required and a current driving license would be an advantage.

Salary by negotiation. In the first instance send a detailed C.V. to:
The Personnel Officer, ACE Microsystems Ltd
Challenger House, 125 Goswami Lane, London W8 8JH

HORIZONS

The Times guide to career development

Just the job if you are broke

Redundancy can be something of a mixed blessing. While it offers opportunity to pause and take stock of your career...

Roger Jones on how to look for work without paying for the privilege

self-presentation -- preparing a curriculum vitae, writing a letter of application, interview techniques -- but perhaps the most helpful aspect of the course is the job counselling element.

Course that gives the whole works

The quality of the seminar depends partly on the calibre of staff who are running it. I have come across a few people who feel they have derived no benefit from the sessions they attended...

Among the leaflets distributed at the seminar was one which drew attention to a career review and development course sponsored by the commission's training services division...

a common purpose - to find suitable employment - and offering them sound advice.

While the commission cannot guarantee instant success, I feel that its course participants cannot fail to gain a better appreciation of the selection process.

So while I do not wish to decry the efforts of the private sector counsellors, I believe that the commission's courses may well be providing the very stimulus you need to direct you to your next appointment.

For more details of these courses contact your local PER office.

Since writing this article Roger Jones has found employment.

A way back for managers

A free programme of counselling and administrative support is now well established in Croydon, south London, to help unemployed women and men with executive, managerial and professional backgrounds to find employment.

Every Friday, members, as clients on the programme are called, go along to Coombe CJH Adult Education Centre to work with staff of an independent team of career counsellors.

Women and men on the Professional and Executive Recruitment Commission, who live within daily travelling distance of Croydon, are eligible to apply for a place in one of the groups on the programme.

For an appointment without commitment, simply phone 01-654 0808 or write to Career & Personal Development Associates, Freepost, Croydon CR9 9EE (no stamp needed).

PUBLIC APPOINTMENTS

01-278 9161/5

Receptionist. MUSEUM OFFICER G. DEPARTMENT OF MUSEUM SERVICES. A cheerful and energetic person of smart appearance is required to join a small team...

Assistant Co-ordinator (Property and Home Ownership Unit) £14,574 - £15,606 incl. An exciting opportunity for a capable and innovative manager to fill this important new post...

NORTHUMBERLAND HEALTH AUTHORITY UNIT GENERAL MANAGERS. Applications are invited for the following new posts. Post A South-East Northumberland (Hospital & Community Services) ...

SOUTH TEES HEALTH AUTHORITY UNIT GENERAL MANAGERS (Four Posts). The Authority wishes to appoint experienced Managers able to demonstrate imaginative leadership and capacity for undertaking personal responsibility for action...

SALES AND MARKETING APPOINTMENTS. CONTINUOUS Contract Sales Representatives. The Client requires a Contract Sales Representative...

WEST GLAMORGAN HEALTH AUTHORITY UNIT GENERAL MANAGERS. The Authority, serving a weighted population of 398,400, invites applications from Senior NHS staff, or Senior Managers elsewhere currently earning in excess of £20,000 per annum...

Industrial Relations in Local Government. LAGSAB is the Local Government Employers' Organisation negotiating centrally on behalf of local authorities in England and Wales...

Institute of Biology Two vacancies. 1. Senior staff appointment; policy development and executive action, committee administration, membership promotion...

NORTH WEST DURHAM HEALTH AUTHORITY UNIT GENERAL MANAGERS. Applications are invited from candidates with suitable qualifications and proven experience in managing a complex multi-disciplinary organization...

La crème de la crème appears every day and is featured on Mondays, Wednesdays and Thursdays

BANKING & ACCOUNTANCY APPOINTMENTS Trade 01-278 9161/5

Ask Alfred Marks Financial Controller. Young qualified accountant to run own office section. Excellent prospects. c £15,000 plus Supa.

ALFRED MARKS Recruitment Consultants

accountancy personnel

RECENTLY QUALIFIED? MANAGEMENT POTENTIAL? NORTH OF ENGLAND EXCELLENT SALARY PACKAGE. Our client, ICI plc, offers excellent opportunities for ambitious qualified accountants to make a first positive step into one of the world's largest and most profitable manufacturing organisations...

'CHARACTER' Lots of it! You are middle to late twenties and have an aptitude for trading in a tough business sector.

Marketing Manager. Major International Geophysical company seeks a Marketing Manager for its Europe, Africa and Middle East operations.

Technical Marketing Maritime Defence circa £19k + car. The development and production of maritime defence systems is a dynamic, growing business within our highly successful Defence Systems Division.

Vertical text on the right edge of the page, including fragments of other advertisements and a table of contents.